

EXECUTIVE LEADERSHIP TEAM

LINDA MURRAY
Global Director,
Human Resource and
Facilities

JOHN BAPTIST
Global Director,
Very Large Crude
Carriers (VLCC)/
Product Chemical
Shipping (PCS)

CAPT. AMIT PAL
Global Director,
Dynamic Positioning
Shuttle Tankers (DPST)

**CAPT. SACHI
ATMALINGAM**
Global Director,
Corporate Health, Safety,
Security, Environment
(CHSE) and Sustainability

**CAPT. RAJALINGAM
SUBRAMANIAM**
President & CEO, AET
and Chief Operating
Officer, MISC Group

**CAPT. RON
WOOD**
Global Director,
Mid-Size Tankers
(MST) Crude
Shipping

**WINNIE
CRUZ-DING**
Global Director,
Finance

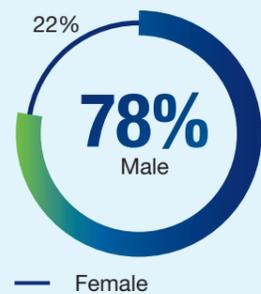
JOHAN MUNIR
Global Director,
Corporate Strategy
& Planning and
Joint Venture
Management

**ROBERT
SULLIVAN**
Global Director,
Legal (General
Counsel)

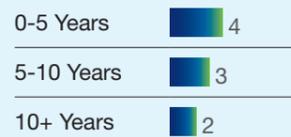


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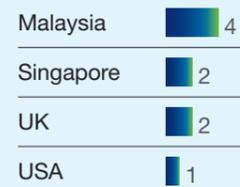
Gender



Years of Service



Nationality



Skills and Experience



EXECUTIVE LEADERSHIP TEAM



JOHN BAPTIST

Global Director, Very Large Crude Carriers (VLCC)/
Product Chemical Shipping (PCS)

BIOGRAPHY

John assumed his position as Global Director of VLCC/Product Chemical Shipping (PCS) in AET in March 2021. He began his corporate career with AET in 2003 as Vice President of Insurance and Risk Management, having previously sailed with AET for more than 15 years. He has since served as Vice President of Commercial Operations of Europe, Global Director of Asset Management and Commercial Projects, Global Director of Shipmanagement, Chief Operating Officer of Eaglestar, and Global Director of VLCC and DPST before assuming his current position. John has contributed to AET by breaking into new territories, including DPST and marine well containment operations. John holds a Bachelor of Laws (LL.B) from the University of London and a Master of Law (LL.M) in Legal Aspects of Marine Affairs from the University of Wales, Cardiff. He is a member of the Institute of Chartered Shipbrokers UK and holds a Class 1 Master Mariner's license from Singapore.



2021 was another challenging year for the industry. Market sentiments continued to be weak — not only because of the prolonged COVID-19 threat, but also from the impact of low crude production, oversupply of tonnage due to lack of scrapping activities, and the prevalence of subterfuge shipping. Higher bunker prices further eroded vessels' earnings.

The VLCC/PCS team navigated these challenges by locking our assets under time-charter contracts. Effective

and cost-efficient contract management had been key, with the team paying closer attention to bunker planning, vessel speeds and consumption monitoring. During the year, another five vessels were booked on medium- and short-term charters. This would help to bolster our secured income portfolio as we mitigate the market impacts. Moving into 2022, cost management strategies and effective fleet management will be critical, as we continue to strengthen the business through long-term partnerships with customers.



JOHAN MUNIR

Global Director, Corporate Strategy & Planning and Joint Venture Management

BIOGRAPHY

Prior to assuming the role of Global Director, Corporate Strategy & Planning and Joint Venture Management, Johan was AET's Chief Financial Officer, a position he had held from March 2013 to October 2020. He joined the organisation with a wealth of experience gained in the shipping and oil and gas industries, having held a variety of roles in finance, accounting, business planning and operations within MISC, PETRONAS and their joint venture companies in Malaysia, Singapore, Egypt and the Netherlands. Johan holds a Bachelor of Arts (Hons) in Accounting and Management Science from the University of Kent at Canterbury, UK. He is a qualified CPA from the Malaysian Institute of Certified Public Accountants and had completed his articleship at KPMG at the start of his career.



The energy transition presents new growth opportunities for AET and its customers. In 2021, guided by our new sustainability priority, we refreshed our business strategy and took on leading initiatives, including investments in low-carbon technologies and the adoption of TCFD reporting. The optimisation and future-proofing of our fleet will remain a pivotal part of our decarbonisation roadmap.

In the highly cyclical shipping industry, it has always been our priority to establish a secured income base to mitigate financial exposures. We have successfully married this objective with our sustainability goals by entering strategic contracts with major clients to invest in greener assets. Today, with a fleet of 11 dual-fuel assets with three more to be delivered in 2023, AET has firmly anchored itself as one of the pioneering leaders in greener shipping solutions. We will continue to build upon our strength as we navigate onward in our sustainability journey.



LINDA MURRAY

Global Director, Human Resource and Facilities

BIOGRAPHY

Linda has over 20 years of experience as a HR practitioner in several blue-chip multinationals, non-governmental organisation and offshore contractors with experience working in Middle East, Asia and Europe. She brings with her a wide spectrum of knowledge and expertise on corporate human capital development practices. These range from the formulation of diversity and inclusion strategies, and values and culture-change initiatives, to the development of change management programmes and HR strategies and policies. Linda has an MBA from the University of West London. She is a Certified Organisation Development Practitioner and is a Fellow of the Chartered Institute of Personnel & Development (FCIPD).



We recognise it is our people's resilience that delivered our customers' and stakeholders' expectations in a challenging 2021 with the on-going pandemic and tough industry market. I'd like to thank all my colleagues for their efforts, loyalty to AET and the care and support for each other.

Harnessing our ability to retain and develop our existing talent and attract new talent, we are refreshing our Employee Value Proposition for stronger focus on our

employees as individuals, with purposeful work, flexible work arrangements to support greater work-life integration.

We are proud of AET's diverse and multigenerational talent. Aspiring to be an employer of choice, we continue to create a sense of belonging and foster an empowered and accountable workforce to pivot the organisation, drive and transform the business to be future-ready. This will ensure a sustainable AET for now and for future generations.



CAPT. RON WOOD

Global Director, Mid-Size Tankers (MST) Crude Shipping

BIOGRAPHY

Capt. Ron started his maritime career in 1988 as a seafarer onboard US-flagged vessels and moved up the ranks sailing with various US shipping companies. He joined AET in 2001 as a Mooring Master, overseeing ship-to-ship transfers in the US Gulf, before moving into the commercial team as Manager for USG Lightering Operations, Assistant Vice President of Aframax Atlantic Chartering, Vice President and Head of Aframax Atlantic Chartering and finally, his current role. Ron obtained his US Coast Guard Master Mariner license in 1998. He has served as co-chair for Industry Taskforce on Offshore Lightering (ITOL) and is an active member on industry committees.



With tanker markets depressed due to continuing demand disruption and the operational challenges associated with the pandemic, 2021 had been a challenging year for the MST team. The emergence of new COVID-19 variants of concern, drastic swings in bunker prices, and sanctions against key crude-producing countries had added to the uncertainties in the year. We have mitigated these challenges by reducing our spot exposures, proactively deploying our fleet in secured lightering programmes and fixed-rate charters.

Amid the constraints with quarantine orders and travel restrictions for both our ships and lightering personnel, we have worked closely with our customers to ensure uninterrupted service. As part of our ongoing fleet rejuvenation programme, we are optimising the existing fleet of mid-size tankers by seeking opportunities to monetise underperforming assets and using the recovered capital to acquire more efficient dual-fuel vessels to support the energy transition agenda of our customers.



EXECUTIVE LEADERSHIP TEAM



WINNIE CRUZ-DING

Global Director, Finance

BIOGRAPHY

Winnie has over 20 years of experience in finance. Prior to joining AET in November 2020, Winnie held CFO and financial leadership positions with large multinationals in various industries, including technology, hospitality, publishing, legal research information solutions, and private investment. She has held interim CEO and HR Head roles that provided her a rich and broad experience in business strategy, controllership and compliance, corporate finance, driving transformation programmes, setting up and running shared services, and M&A. Winnie is a qualified CPA with an MBA from the University of Dubuque in the US, and a Bachelor of Science in Commerce from the University of Santo Tomas in the Philippines.



AET continues to focus on building financial sustainability. The year 2021 was yet another challenging year characterised by soft market conditions, described as one of the worst years for crude trades, coupled by tighter liquidity market. With the strengthening of our recurring income streams as our base strategy and foundation, we balanced the impact of the year's challenges by seizing strategic opportunities and through capital management. Our focus remains to continue creating value for our stakeholders, hence, in 2021, despite tough market conditions, we did partial redemption of Redeemable Cumulative Preference Shares from our shareholder.

Partnership and collaboration are important to AET's success. This was evident with the strategic banking relationships we have and continue to expand, resulting in securing competitive financing for our newbuildings, scheduled for delivery this year, of close to US\$600 million. It is important to develop partnerships with those who will journey with us. I believe that our business strategy, sustainability principles, coupled with our good governance, have provided us with good foundation and advantage in expanding these relationships as we journey and navigate the energy transition.



CAPT. AMIT PAL

Global Director, Dynamic Positioning Shuttle Tankers (DPST)

BIOGRAPHY

Capt. Amit joined AET in 2008. He had served as the Head of QAHSSE, Head of Commercial Projects, Director of Technical Operations, Vice President of Business Development, and Head of Product & Chemical Shipping, before assuming his current role in March 2021. Prior to AET, Amit had sailed and served in various capacities with A. P. Moller Maersk. He has also served with committees under the Singapore Shipping Association, Singapore Maritime Employers Federation, Maritime and Port Authority of Singapore, DNV and INTERTANKO. Amit holds a Class 1 Master Mariner license (Foreign Going), an MBA from Birmingham Business School - UK, a Master's in Applied Finance from Adelaide University - Australia, and a Bachelor of Science in Nautical Science from the University of Mumbai. He is also an Associate Certified Coach accredited by the International Coaching Federation.



The DPST fleet is among the key contributors to AET's long-term secured income business. Throughout 2021, we ensured the operational excellence of our expanded Brazilian fleet, while maintaining the highest performance standards for our customers in the North Sea. I must credit the success of these efforts to our service crews, whose commitment and sacrifices have been pivotal to overcoming the COVID-19 challenges.

There are six DPSTs expected to be delivered in 2022, of which three have already been delivered. Our focus is to complete the stringent customer acceptance tests and ensure the smooth delivery of these strategic assets. We are deeply committed to service excellence and quality assurance, as well as in elevating our value-add for customers, through ongoing efforts like decarbonisation and ship design. One of our top priorities is to adhere to stringent health and safety protocols. We are uncompromising when it comes to keeping our people safe and healthy.



CAPT. SACHI ATMALINGAM

Global Director, Corporate Health, Safety, Security, Environment (CHSSE) and Sustainability

BIOGRAPHY

Capt. Sachi assumed his current AET appointment in June 2021. He was previously Head of Group HSSE (GHSSE) at MISC, where he led the organisational transformation of GHSSE and was involved in the restructuring of the Malaysian Maritime Academy Sdn Bhd (MMASB) and Akademi Laut Malaysia (ALAM) which MMASB operates. He also served as Global Director of Technical Services and Development, Vice President of Operations (Asia) and Global Operations Prime in AET. He has represented AET and MISC in different Technical and Owners' Committees for various classification societies and the Global Maritime Forum. Capt. Sachi had sailed for more than 16 years before moving onshore. He holds a Class 1 Master Mariner license (Foreign Going), and an MBA from University of Tasmania.



2021 continued to be a tumultuous year shadowed by COVID-19. To overcome vessel diversions and supply chain disruptions, we worked closely with ship managers and customers to plan and accelerate safe crew changes, and rendered care and support, including financial aids, for our shipboard staff. We signalled our resolve and commitment to crew safety when AET signed the Neptune Declaration on Seafarer Wellbeing and Crew Change.

On the environmental front, we have placed an even greater emphasis on energy transition and decarbonisation by taking steps towards complying with IMO's Energy Efficiency Existing-Ship Index (EEXI) and Carbon Intensity Indicator (CII) resolutions, with efforts including detailed technical evaluations and operational measurements for each vessel. We are committed to employing a multi-pronged approach towards reducing carbon footprint across our value chain with a comprehensive sustainability strategy that starts from ship design and through the asset lifecycle to vessel retirement.



ROBERT SULLIVAN

Global Director, Legal (General Counsel)

BIOGRAPHY

Robert Sullivan assumed his position as Global Director, Legal (General Counsel) in April 2022.

Robert has been in the energy and maritime industry for over 20 years. He was a shipping and international trade lawyer, has extensive M&A and Alternative Energy experience and has led teams across Americas, Asia and Europe. Rob started his career with Britannia P&I Club, was in private practice and in corporate holding various leadership roles at BP for BP Shipping, BP Alternative Energy and BP M&A. More recently, he was involved in offshore wind through his role as General Counsel of Geoquip Marine, an offshore geotechnical solutions provider to the renewable and energy industries, infrastructure developers and government/research organisations worldwide.

He completed his Master's Degree (LLM) in Shipping Law and International Trade at the Institute of Maritime Law, University of Southampton prior to qualifying as a Barrister (Middle Temple - Inns of Court School of Law, London) and then later further qualified as Solicitor of the Law Society of England and Wales.



Looking back at 2021, I am reminded of the huge role that shipping played in keeping the world markets running during one of the greatest challenges of our time. I have an enormous amount of respect for those who showed courage and determination in key industries, including seafarers such as those in AET who continued to safely move energy to where it was needed, keeping the lights on. We have witnessed familiar volatility, vulnerability, and further transition in the energy market, and have been encouraged by the commitments made by global leaders at COP26.

We understand the near-term challenges but the medium-to long-term solutions required to hit those targets are still largely uncharted and require strong leadership, informed by science. I am grateful for the opportunity to join AET and to lead the Legal & Corporate Secretariat team, a respected and talented team within the organisation. As an early adopter of the sustainability agenda, AET has already implemented new technologies to improve and modernise the fleet and I look forward to contributing to the further success of this endeavour.

